

Operational Validation & Verification Services  
Eligibility Modernization Program

No.	Question <i>Where possible, like questions have been grouped together.</i>	Answers
1.	Will the state extend the due date of this proposal by two (2) weeks?	Answer to Question 1: No. The State will not extend the due date.
2.	Are vendors who participated in the development of RFP 6-58 (Eligibility Modernization Program), who may have participated in the evaluation, and/or who may have responded to the RFP precluded from responding to this RFS 7-64?	Answer to Question 2: All vendors within the IBM/HCSS consortium, and only those vendors, are precluded from responding to this RFS.
3.	Reference paragraph 1.4.4, sub-paragraph 3 – “...full range of...operations are within the scope...” Is it a correct assumption that this is more of a policies, procedures, process and methodology oversight than a technical, IT oversight?	Answer to Question 3: Yes.
4.	We have reviewed the Modernization documentation on the FSSA website. Having said that, how many State staff are anticipated for the modernization project management effort? How many vendor employees are anticipated?	Answer to Question 4: Precise numbers are not known. It is estimated that the State project management team will have 5-6 FTEs, and that the OV&V Vendor will interface with several dozen IBM/HCSS personnel.
5.	Can FSSA provide access to the IBM/HCSS proposal for prospective OV&V vendors to review in preparing their proposals?	Answer to Question 5: No, the IBM/HCSS proposal is not accessible. However, the Master Services Agreement resulting from the proposal is available to prospective OV&V vendors and embodies all relevant information
6.	General: Please identify any current tools/products used by FSSA for Project Management/Project Governance and any tools/products proposed to be used by IBM/HCSS. Will access to these tools be provided to the OV&V staff by the State, if needed, or should cost of providing to OV&V be included in the OV&V Cost Proposal?	<p>Answer to Questions 6,7,8,9, 10 &amp; 11, related to tools and methods:</p> <p>The specific objective of item 4 within Section 1.4.4 (“...document management tool or other methodology...”) is to inform Respondents that the State expects the OV&amp;V vendor to maintain a complete and organized record of the OV&amp;V activities, processes, and documents associated with this project. The State’s interest is in minimizing the risks to program success and continuity in the event of changing personnel and/or other circumstances. The State will not dictate a choice of tools or methods to the OV&amp;V Vendor, but will expect the Vendor to identify its approach and explain any underlying assumptions, implications and costs.</p> <p>As stated throughout the RFS, the State is seeking an OV&amp;V Vendor who, based on their experience and knowledge of best practices, can identify and deploy the tools and methods that will be needed to accomplish the State’s</p>
7.	What document management/PMO tools will IBM be using for the project? Is it the State’s intention that the OV&V vendor will maintain a separate set of document management/PMO tools, or does the State desire the OV&V vendor to use the same tools as IBM?	
8.	Section 1.4.4 page 6 of the RFS, item 4 under the heading “Key Considerations for Respondents” mentions a document management tool or other methodology so that the documentation is easily assessable and understandable. How many individuals would require concurrent access to such a tool at any given time? What are the restrictions or	

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	requirements for installing such a tool on the State of Indiana computer hardware?	overall goals for effective operational validation and verification.
9.	When discussing a document management tool, is the State referring to a proprietary tool or an application such as Microsoft SharePoint?	
10.	Would State personnel require access to the document management tool?	
11.	Is the document management tool intended to be a leave behind tool after the vendor has completed its requirements and obligations under the contract?	
12.	General: How many State staff currently works in the FSSA PMO and what are the staffing plans (timeframe and number of staff) throughout this contract lifespan?	<p>Answer to Questions 12 &amp; 13:</p> <p>Of the 20-25 staff now associated with the FSSA PMO, approximately a dozen are embedded in FSSA organizational units that will be affected by the Eligibility Modernization Program. Significant changes in PMO staffing levels are not currently planned.</p> <p>The number of FTEs to be committed by the OV&amp;V Vendor is at the discretion of the vendor.</p>
13.	<p>Section 1.4.2 Current Need for OV &amp; V Vendor states, "...FSSA is therefore seeking an OV&amp;V vendor to provide highly skilled personnel to augment and complement the FSSA PMO..."</p> <p>a. How large is the State's FSSA PMO office in terms of FTEs?</p> <p>b. What is the State's expectation of the number of FTES the OV &amp; V vendor needs to commit to this effort?</p>	
14.	<p>Page 7, Section 1.7, Due Date for Proposals and Section 2, Proposal Preparation Instructions: It is required the proposals not exceed fifty (50) pages (net of any appendices).</p> <p>a) Are the Business Proposal, Technical Proposal, and Cost Proposal to be presented as separate volumes or can all be bound together as one volume?</p> <p>b) Is the fifty (50) page limit inclusive of the Technical Proposal only or also inclusive of the Business and Cost Proposal?</p> <p>c) Is there any limitation as to what may be placed in appendices (thus excluded from page limit)? For example, if the Business Proposal is not excluded from the fifty (50) page limit, can materials required such as certificate of authority, financial statements, exceptions to contract terms/clauses, subcontractor letter of agreements, subcontractor commitment forms, and corporate bylaws/resolution be placed in appendices if adequately referenced as instructed by the RFS?</p> <p>d) Is the fifty (50) page limit a count of fifty double sided pages (each double sided page</p>	<p>Answers to Questions 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, related to proposal format:</p> <p>The Business Proposal, Technical Proposal, and Cost Proposal, as well as any associated Appendices, may be bound together as one volume.</p> <p>The 50 page limit includes the Business Proposal, Technical Proposal and Cost Proposal. The 50 page limit does not apply to the Cover Page, Table of Contents, Transmittal Letter and Appendices.</p> <p>The 50 page limit refers to 50 pages of <b>content</b>, therefore each numbered page counts as one page, meaning each double-sided page counts as 2 pages.</p>

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	counts as 1 page) or a count of each numbered page (each double sided page counts as 2 pages)?	<p>The following may be placed in Appendices (i.e., excluded from the 50 page limit):</p> <ul style="list-style-type: none"> <li>• Certificate of authority;</li> <li>• Financial statements;</li> <li>• Subcontractor letters of agreement and subcontractor commitment forms;</li> <li>• Corporate bylaws/resolution;</li> <li>• Resumes.</li> </ul> <p>Body text is to be in a font size similar to Times New Roman 12 point. Graphics and headings may differ to the extent necessary to enhance the readability of Respondent's proposal.</p> <p>RFS outline numbers should be repeated for each item in sections 2.4.2 (Requirements), 2.4.3 (Obligations), and 2.4.4 (Performance Measures and Obligations). RFS outline numbers need not be repeated for other items/sections (e.g., 2.2 Transmittal Letter), but may be included at the discretion of the Respondent.</p>
15.	May the Business Proposal, Technical Proposal, and Cost Proposal be presented in separate sections within one binder?	
16.	Is the Transmittal Letter included in the 50 page proposal limitation	
17.	Does the Times New Roman font (12-point) pertain to the proposal body text only, or must graphics, headings, etc. also be Times New Roman 12-point font?	
18.	Section 1.7 page 7 of the RFS states that the proposal must not exceed 50 (fifty) pages of content (net of any appendices). Does this 50 page limit apply to just the technical proposal, or the combined business, technical, and cost proposals? Does this 50 page limit include a cover page and table of contents?	
19.	As a point of clarification, do appendices count towards the 50 page limit to the proposal?	
20.	Can project team resumes be included in the appendices?	
21.	Are there any restrictions as to what can be included in the appendices?	
22.	<p>RFS Section 1.7, <i>Due Date for Proposal</i>, page 7</p> <ol style="list-style-type: none"> <li>This section includes requirements for the proposal to be limited to 50 pages, excluding appendices, and double-sided printing. Is one page equal to a single side or both sides of a printed page?</li> <li>Does the 50-page limit include all three proposal components: Business, Technical, and Cost?</li> </ol>	
23.	<p>RFS Section 2, <i>Proposal Preparation Instructions</i>, page 14</p> <ol style="list-style-type: none"> <li>Could the State please clarify if the entire proposal should be submitted in a single binder, or if the Cost Proposal should be submitted as a separately sealed document?</li> <li>Should all proposal heading numbers match the RFS heading number, e.g., the Transmittal Letter heading should be numbered 2.2 TRANSMITTAL LETTER?</li> </ol>	

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24.	Are the Subcontractor Letters of Commitment and Attachment A, <i>State of Indiana MBE/WBE Subcontractor Commitment Form</i> , included in the 50-page limit or can they be provided in an Appendix?	
25.	May the resumes be provided in an Appendix?	
26.	Page 13, Section 1.23, Summary of Milestones: With contract award targeted at 3/2/07, what if any processes are needed to occur (such as, contract negotiations, state or federal oversight agency review and approval) and the expected lag time to execute a contract and then what would the expected lag time, if any, be for the selected OV&V vendor to start work?	<p>Answer to Question 26:</p> <p>The State expects many of the issues that might arise during contract negotiations to be addressed during Proposal Discussions and Oral Presentations. In any event, respondents should presume that OV&amp;V services will commence no later than then end of March 2007.</p>
27.	Page 19, Section 2.3.9, Subcontractors: Are any other Business Proposal requirements required for subcontractors, such as financial information or references? If so should they be placed in the relevant section or in the subcontracts section?	<p>Answer to Question 27:</p> <p>No. Business Proposal requirements are not required for subcontractors.</p>
28.	Section 2.3.6 page 17 of the RFS requires that respondents must include a list of at least five clients for whom the respondent has provided products and services that are equivalent in some way to the services requested in the RFS. Is a similar list of clients required for each subcontractor that the respondent lists as well?	<p>Answer to Question 28:</p> <p>No. Client references for subcontractors are optional.</p>
29.	Recognizing only one response per vendor will be accepted by the State (RFS, p.8), may the same vendor be included as a subcontractor in more than one proposal?	<p>Answer to Question 29:</p> <p>Yes. The same vendor may be included as a subcontractor in more than one proposal.</p>
30.	Page 23, Section 2.4.2.3.3, Master Calendar: While we have made every attempt to review all the materials regarding the MSA for IBM/HCSS, we have not located any specifics as to what type of project work plan and scheduling IBM/HCSS is to provide, tools to be used, frequency, etc. Please provide details regarding what the OV&V vendor should expect to receive from IBM/HCSS in gathering information for activities, events, deliverables, etc.?	<p>Answer to Question 30:</p> <p>The items are in the formative stage and will continue to be defined over the life of the project. The State expects that the OV&amp;V Vendor to participate in most planning activities and therefore will have firsthand knowledge about activities, events and deliverables. The State expects the OV&amp; V vendor to define what information will be needed to maintain an effective Master Calendar and that all parties will work together to assure that appropriate information is exchanged.</p>
31.	In Section 2.4.2.3, are Risk Assessments to be performed at specific points in the program or on an on-going basis?	<p>Answer to Question 31:</p> <p>The State expects risk assessment to be an on-going process. The State expects the OV&amp;V Vendor to establish a plan of appropriate activities.</p>

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32.	2.4.2.3.6 Risk Assessment Does the State have a risk assessment tool that the OV&V vendor will be required to use or is the OV&V vendor able to propose a different risk assessment tool?	Answer to Question 32: The State does not currently utilize a risk assessment tool. The OV&V Vendor may propose whatever tools it deems appropriate.
33.	Page 23, Section 2.4.2.3.7, Approval Process Support: What is the scope of "assistance" is FSSA anticipating as obtaining State and federal approvals of IAPDs? Is it inclusive of review, comment, and recommendation of IAPD and updates or is it more extensive to include development of the IAPD and updates?	Answer to Question 33: The initial IAPD has been drafted and approved. The State anticipates that various IAPD will be required throughout the life of the project. The State expects the OV&V Vendor to assist at any points in the approval process that will enhance and expedite the process.
34.	Page 24, Section 2.4.2.4.1, Deliverable Review: Since IBM/HCSS will have started work prior to the OV&V vendor award and start, it is anticipated there will be IBM/HCSS deliverables produced and approved by the State prior to the OV&V start. Is the OV&V expected to review any deliverables previously approved by the State? Can FSSA provide a current IBM/HCSS deliverable schedule indicating expected start/finish dates?	Answers to Questions 34, 35, 36, 37 & 38 (related to deliverables review):  The OV&V Vendor will be expected to review all deliverables, whether draft or final, that have been or will be submitted to the State.  The total number, size and due dates of deliverables have not been established, but will continue to be defined consistent with the Master Services Agreement. Deliverables will range from documents to processes to appropriately staffed and equipped local offices.
35.	Is a comprehensive list of IBM deliverables available that should be used for Requirement 2.4.2.4 (Project Deliverables Review)?	
36.	In Section 2.3.2.4, in terms of Deliverables Review, will the selected vendor only be reviewing final deliverables? Or, if IBM submits deliverables in draft form to the State, will the selected vendor also have access to the draft deliverables?	
37.	Please provide the total number of deliverables in the IBM contract that will require review.	
38.	Please provide a estimate of size and due dates of each IBM deliverable.	
39.	2.4.2.4.3 Review Report: Quality Assurance Can the State clarify if the Quality Assurance activities requested in this report are to be activities performed by IBM/HCSS, the OV&V vendor or both?	Answer to Question 39: This reference is to activities performed by IBM/HCSS. The Deliverables Review performed by the OV&V Vendor is to evaluate, among other items, the quality assurance activities performed by IBM//HCSS associated with a specific deliverable.
40.	Page 24, Section 2.4.2.4.4, Review Report Modifications: Please clarify whether this requirement is for a complete history of all modifications made to a IBM/HCSS deliverable based on OV&V quality assurance activities and	Answer to Question 40: The Deliverables Review performed by the OV&V Vendor is to evaluate, among other items, the history of modifications by

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	also what level of detail is history expected (i.e., summary level by topic or each individual change) ?	IBM//HCSS associated with a specific deliverable. The level of detail should be sufficient to support the OV&V Vendor's independent assessment of whether the State should or should not accept the deliverable.
41.	Section 3.2.1 (3) of the IBM Master Services Agreement states that the vendor will deliver an initial transition plan at the closing. Is this plan available for review?	Answer to Questions 41, 42, 43 & 44, related to the Transition Plan and Phase:  The initial transition plan is being drafted. Respondents are referred to Schedule 25 to the Master Services Agreement on the program website for additional information.
42.	In Section 2.4.2.5, does the Transition Management Board participate in activities related to people, process and technology elements?	The Transition Management Board will oversee activities related to people, processes and technology.
43.	2.4.2.5 Transition Phase Support Has a transition calendar been developed, and if so, can it be shared with potential bidders?	
44.	2.4.2.5.5 Monitor Satisfaction What is the State's expectation of how satisfaction will be monitored? Is it expecting focus group meetings and reports, written, phone, or web client surveys, or other methods?	
45.	In Section 2.4.2.6, will the selected vendor be responsible for reviewing the change order <b>process</b> ?	Answer to Question 45: Yes. The OV&V Vendor will be responsible both for reviewing the change order process and for monitoring compliance with the approved process.
46.	Page 26, Section 2.4.2.7.8, Test Plan Review: Please clarify whether Test Plan review is inclusive of execution of the plans (e.g., review of any specific test results and monitoring of the testing execution processes and procedures) or just the plan as it is prepared?	Answer to Question 46: The OV&V Vendor will be responsible both for reviewing test plans when they are developed and for monitoring execution of the test plans.
47.	Requirement 2.4.2.7.9 requires the OV&V vendor to review plans, events, and deliverables for compliance with federal regulations. Please clarify the type of "events" that should be considered within the scope of this requirement?	Answer to Question 47: By way of illustration, assume the existence of a federal regulation that eligibility information collected from an applicant must be submitted for evaluation with a specific number of days. The OV&V vendor would be responsible for auditing that processes are in place to promote compliance and recordkeeping. An example of an "event" for monitoring would be compliance with a legislative inquiry/request for information.

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48.	In section 19.1.2, #2 of the Master Services Agreement, there is reference to the escalation process if the original timeframe of 7 day resolution is not reached. In #2 of this section, the process states: If the State Project Manager and Vendor Senior Program Executive are unable to resolve the dispute within such period, the matter will be elevated to the State Project Manager and Vendor Senior Program Executive and they shall have twelve (12) business days following the seven (7) business day period in clause (1) above to resolve the dispute. The above statement appears to be referencing 'elevation', but the elevation is to the same staff Management. Is this correct?	Answer to Question 48: Notwithstanding any language discrepancies associated with elevation vs. escalation, there are processes defined for dispute escalation and for resolving differences of interpretation. The role of the OV&V Vendor is to verify and validate adherence to these processes, and to monitor that differences in interpretation are communicated to and resolved by the appropriate parties.
49.	Requirement 2.4.2.10.4 involves providing project management training assistance to state personnel. It is our assumption that this training will be for the State PMO staff only. Is that correct?	Answer to Question 49: Yes.
50.	In Section 2.4.2.10, when undertaking the Knowledge Transfer, is it expected that a skills assessment of the current resources in place be undertaken to ensure that the PMO is appropriately resourced or should there be an assumption that the appropriate number of resources with the appropriate backgrounds are in place and that these resources simply need to be exposed to and trained on PMO methodologies and protocols.	Answer to Question 50: The State's expectation is that FSSA PMO resources will be exposed to and trained on operational validation and verifications methodologies and protocols incidental to the Eligibility Modernization Program. No broad-based assessment of skills and staffing sufficiency is expected.
51.	Page 29, Section 2.4.2.11.5, Document Accessibility without Cost: Is it FSSA's expectation that the OV&V vendor provide a document repository that will be accessible by FSSA for five (5) years after the term of the OV&V contract with no additional cost other than any cost of any tools, products, hardware, maintenance and so forth that is included as a cost in the OV&V Cost Proposal? Is there any specific requirements regarding this document repository such as location, number of users to access, security, etc.?	Answer to Question 51: Yes. No, there are no specific requirements as long as the State has access to the repository at any time during the five-year period. The State expects the repository to be secure against non-authorized personnel's access, viewing, copying or modification.
52.	Page 30, Section 2.4.3.1 and 2.4.3.2: Our interpretation is that staff resumes are not specifically required within the Proposal; rather they are required prior to services work commencing. Is this a correct interpretation of the requirements? If resumes are required or a vendor chooses to include resumes, can they be placed in an appendix?	Answer to Questions 52 & 53: Resumes are required at the time the proposal is submitted. They may be placed in an appendix.

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53.	2) Are resumes to be included, or just provided to the State when requested?	
54.	Is the State requiring any specific certification (e.g. PMP) for the vendor's proposed project manager or any other vendor personnel?	<p>Answer to Question 54:</p> <p>No. Specific certifications are not required, but may be viewed as a competitive differentiator when quality of proposal is evaluated.</p>
55.	<p>2.4.3.8 Access Outside Regular Business Hours</p> <p>Can the State provide some guidelines as to what "on call" means? Is it expected that the OV&amp;V project manager and/or some member of the OV&amp;V project team will be "on call" 24 hours per day, 7 days per week?</p>	<p>Answer to Question 55:</p> <p>It is expected that the OV&amp;V project manager and/or some member of the OV&amp;V project team will be accessible by telephone or email 24 hours per day, 7 days per week if, in the opinion of the State Project Manager, extenuating circumstances require OV&amp;V participation.</p>
56.	<p>Page 31, Section 2.4.3.9, Work Location: It is minimally required to locate the OV&amp;V Project Manager in Indianapolis (State Government Center).</p> <p>a) Is the OV&amp;V Project Manager work location and equipped work space (facility, work space, furnishing, telephone, copier access, printer access, etc.) to be provided by the State at the State's expense or is this a cost vendor's should consider in their cost proposal?</p> <p>b) If a vendor chooses to locate additional staff in Indianapolis, if the State is providing the work location and equipped work space at the State's expense, is there an upper limit to number of staff that can be accommodated?</p>	<p>Answer to Questions 56, 57, 58, &amp; 59, related to work location:</p> <p>At State expense, the State will provide work space; furnishings and supplies; computer workstations, telephone; copier, fax, network (including email and Internet), and printer access; and conference room access for the OV&amp;V Project Manager and other members of the OV&amp;V project team that are located in the State Government Center, subject to any prevailing State regulations for usage and security.</p>
57.	Obligation number 2.4.3.9 requires the OV&V vendor to locate its project manager (at a minimum) in the State Government Center in Indianapolis. Will the State provide work space for the entire OV&V project team at the State Government Center? If so, will the State provide office equipment and access needed (e.g. computer workstations, desks, telephone, conference rooms, network access, etc.)?	



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58.	<p>When contract personnel must work on site at State facilities, will the state provide any or all of the following:</p> <p>Workspace (i.e. desks, chairs, tables, etc.)?</p> <p>Telephone access?</p> <p>Email access and/or email accounts?</p> <p>Meeting space (i.e. conference rooms)?</p> <p>Internet access?</p> <p>Equipment including personal computers, access to printers, access to fax machines?</p> <p>Access to office supplies?</p>	
59.	<p>If the respondent chooses to supply his own computer equipment while working on site at State of Indiana facilities, are there any restrictions on access to other equipment and/or services such as internet access, email and/or access to printers?</p>	
60.	<p>Page 33, Section 2.4.4: Several metrics have descriptions of “timely”, “accurately”, “complete” and measures of “late”, “incorrect”, “incomplete”. Our assumption is FSSA and the selected OV&amp;V vendor would further define and agree to an objective definition and measure for each metric for timeliness, accuracy, and completeness as part of contract negotiation. Is this assumption correct?</p>	<p>Answer to Questions 60 &amp; 61:</p> <p>These assumptions related to performance metrics are correct. The State expects definitions to be formalized during proposal discussions and contract negotiations.</p>
61.	<p>Page 35, Section 2.4.4, Metric #6: Our assumption is FSSA would provide a reasonable, industry standard, timeframe and process to replace FSSA requested “removed” staff or staff absent due to listed events. Is this assumption correct?</p>	
62.	<p>Page 36, Section 2.5 Cost Proposal: The illustrations present “Knowledge Management Software (Example Only)”, we understand this is an example but is there an FSSA expectation that Knowledge Management Software be included as part of a solution to OV&amp;V for knowledge transfer for the PMO? The workload driver for this is “Software productivity tool”; please clarify the relevancy of this driver to Knowledge Management Software.</p>	<p>Answer to Question 62:</p> <p>The content in the referenced section is for example purposes only. Inclusion of Knowledge Management Software is not required.</p>
63.	<p>Please clarify whether the cost should be proposed as a fixed price with deliverable/milestone based payments, or if billings will be based on actual hours with a fixed cap for the contract? Should the respondent propose a payment schedule in the cost proposal?</p>	<p>Answer to Question 63:</p> <p>The respondent should propose the desired payment schedule and terms. FSSA and the selected OV&amp;V vendor may further define and agree to the schedule and terms as part of contract negotiation.</p>

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64.	2.5 Cost Proposal Understanding that the project must be a fixed price, how does a respondent show out of pocket estimates and pricing tables?	Answer to Question 64: The respondent may present information supporting their cost proposal in whatever format deemed most clear and persuasive.
65.	General: Pursuant to “Buy Indiana” Provisions, does a subcontractor with responsibilities to the Prime under this contract, who meets the Buy Indiana requirements constitute adherence to the Buy Indiana?	Answer to Question 65 & 66: Indiana Economic Impact data is being sought for information purposes only. Buy Indiana provisions are not included in the evaluation criteria for award of this RFS.
66.	If the answer to Question 18 is yes, is a minimum percentage on the part of the Subcontractor related to the engagement with the Prime required.	
67.	Must WBE/MBE be at a first tier subcontract level? May participation be at a second or lower-tier level?	Answer to Question 67: MBE/WBE participation may be at a second tier level provided that the supplied documentation supports the minimum level.
68.	Reference requirement for MBE/WBE participation, must a prospective participant have received the State certification, or will having a pending application qualify?	Answer to Question 68: Proposed MBE/WBE participants must have existing certification in the State of Indiana.
69.	Attachment B, paragraph 6 (Audits) and paragraph 30 (Nondiscrimination) provide language to be used if federal funds are involved. Are federal funds involved in this procurement relative to these two sections?	Answer to Question 69: The Eligibility Modernization Program is subject to Federal fund participation.
70.	Attachment B, paragraph 17 (Drug-Free Workplace Certification): It is our assumption that the requirement for notification of criminal drug conviction occurring in the workplace relates to employees who are working on this contract. Is this correct?	Answer to Question 70. Yes. The requirement for notification of criminal drug conviction occurring in the workplace relates to vendor employees who are working on this contract.
71.	Who will comprise the evaluation committee? Will it be entirely from within FSSA and/or IDOA? If not, what other Agencies?	Answer to Question 71: The evaluation committee will be comprised of representatives from FSSA and IOT (Indiana Office of Technology), with additional participation from IDOA.